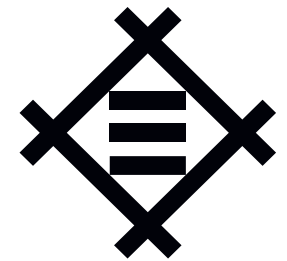




MITSUI & CO., LTD.

Corporate Brochure 2020



MITSUI & CO.



Message from the President



Mitsui & Co. has always been a company of challengers and innovators, anticipating the needs of successive generations in a spirit of open-mindedness.

Our new Medium-term Management Plan, *Transform and Grow*, captures this history and spirit. The ongoing COVID-19 pandemic has disrupted society and brought immense uncertainty to our business environment. To address these challenges and continue our journey of transformation and growth, we are building on our strengths to realize opportunities arising from structural changes in society and industry.

In May of this year we announced our redefined Mission, Vision and Values—the philosophical underpinnings of our people and our business. We deeply value our engagement and relationships with customers, industry partners and other stakeholders, and our consolidated group of 46,000 employees is united in a desire to continue creating new value in ways that make best use of our comprehensive capabilities.

Tatsuo Yasunaga
President and Chief Executive Officer

The Foundation of Our Business

Management Philosophy of Mitsui & Co.

We aim to serve the needs and expectations of stakeholders and society through the pursuit of our corporate mission and vision, guided by our values which form the foundation of our daily decisions and actions.

Mission

Build brighter futures, everywhere

Vision

360° business innovators

Values

Our core values as challengers and innovators

Seize the initiative

Thrive on diversity

Embrace growth

Act with integrity

 Corporate Mission Vision Values
<https://www.mitsui.com/jp/en/company/outline/idea/>



MITSUI & CO.

Mitsui & Co.'s Materiality

We will continue to respond seriously and sincerely to the trust and expectations of our stakeholders, and to contribute through our wide-ranging business activities both to sustainable global social development, and to the solution of global-scale issues.



Secure sustainable supply of essential products

Ensure the sustainable and stable supply of resources, materials, food and manufactured products that are vital for the development of society.



Enhance quality of life

Contribute to the betterment of living standards and the development of local industries to realize sustainable societies globally.



Create an eco-friendly society

Accelerate initiatives towards environmental issues, such as responding to climate change and water resource problems, and contributing to a circular economy.



Develop talent leading to value creation

Respect diversity and develop human resources with the competence to create innovation and new value.



Build an organization with integrity

Strengthen our governance and compliance as a corporate group trusted by society.

Business Model and Functions

Working together with customers and partners across the planet to build and grow businesses in a diverse range of fields.

Business Model

Mitsui's business is focused on growth through trading, business management and project development. Based on the knowledge we have accumulated in each of these areas, we create new value by combining our diverse functions with our global network.

Functions

Our ever-evolving core business functions.

• Marketing

We make use of our powerful information gathering and analysis expertise to create new markets, drawing on sales capabilities developed in extensive experience.

• Logistics

We provide optimal logistics solutions that improve transportation efficiency and operations, and consider the environment.

• Finance

We provide a range of financial functions from fund procurement and financial structuring to trade finance.

• Risk Management

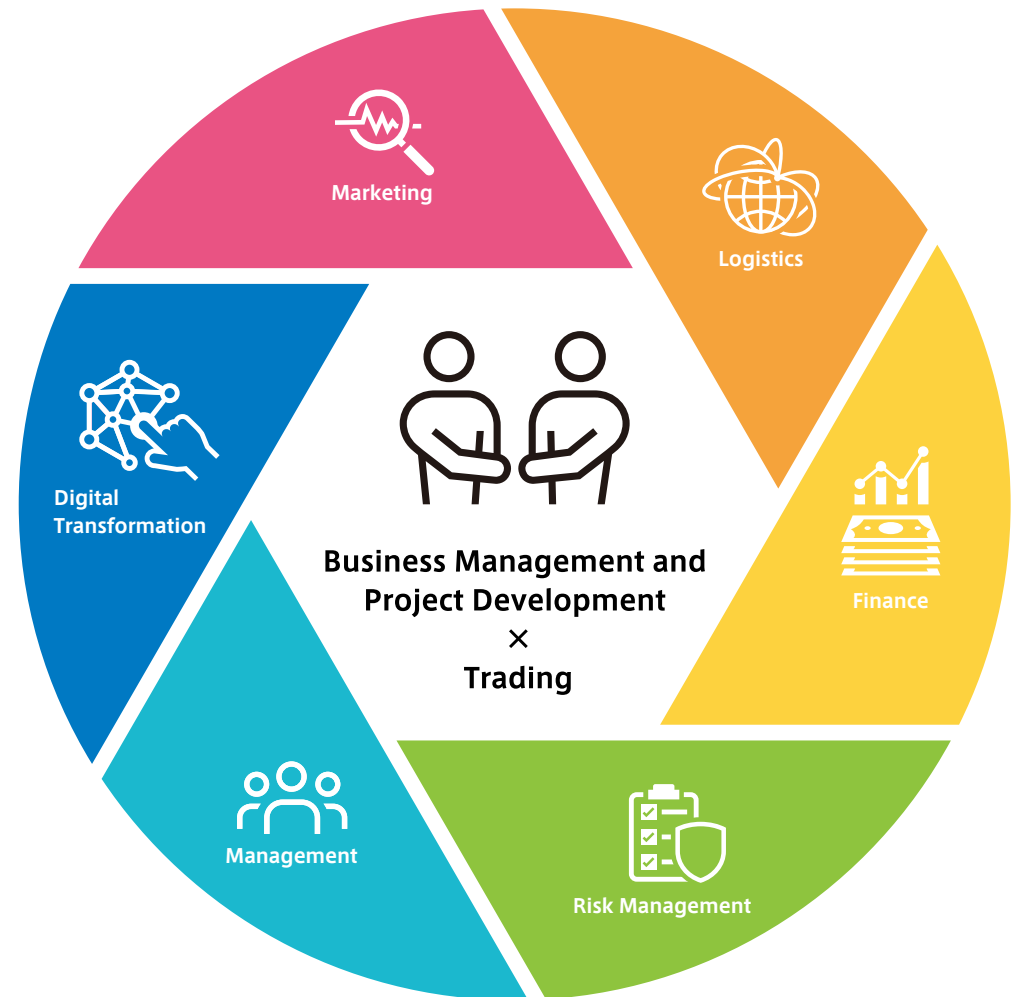
We work to accurately identify business risks and propose and implement methods to minimize their impact.

• Management

We make full use of our management resources to create competitive businesses and achieve sustainable value enhancement.

• Digital Transformation

We utilize AI and IoT to optimize processes and revolutionize business models.



Global Network

We work to build brighter futures, utilizing the networks we have developed through our diverse business across the world.



Office Locations

65 countries and regions
132 offices

EMEA Business Unit

31 countries and regions
36 offices



CIS
5 countries and regions
10 offices

Far East
4 countries and regions
21 offices

Southwest Asia
Southeast Asia
Singapore

Oceania

Asia Pacific Business Unit

15 countries and regions
33 offices

Americas Business Unit

9 countries and regions
21 offices

North America
New York

Latin America



(As of April 1, 2020)



Our Business

Our 16 business units cover a diverse range of needs, leveraging Mitsui & Co.'s comprehensive strengths while remaining highly responsive to changes in the business and social environment.



- Iron & Steel Products
- Energy
- Chemicals
- Innovation & Corporate Development
- Mineral & Metal Resources
- Machinery & Infrastructure
- Lifestyle

Iron & Steel Products Business Unit



Siam Yamato Steel

We aim to utilize the power of steel and other materials to create products and services in anticipation of industrial issues and the potential needs of customers. To achieve value creation, we are working to identify and improve the quality of both business and trading through alliances with outstanding partners in Japan and overseas.

Mineral & Metal Resources Business Unit



Collahuasi Copper Mine

We secure stable supplies of mineral and metal resources through both trading and business investment activities globally. We develop businesses which are environmentally conscious and contribute to local regions, and are expanding our broad-ranging metal recycling and environmental solutions businesses.

Energy Business Unit I



Offshore Thailand gas facilities

Through upstream development and trading of energy resources such as oil, natural gas, coal, and biofuel, we contribute to the stable supply of energy vital to society.

Energy Business Unit II



Cameron LNG

Our core business domain is natural gas/LNG which has relatively low environmental impact. We globally engage in the development and trading/logistics of LNG projects. Our basic strategies are to establish a competitive LNG upstream asset portfolio and to optimize LNG trading by utilizing our own LNG fleet.

Energy Solutions Business Unit



Freedom Pines Plant

Infrastructure for next-generation electricity (distributed solar power, storage batteries, energy management, etc.), new energy (hydrogen, biofuels, etc.), and next-generation mobility, is deeply relevant to the response to climate change. We develop solutions in these areas, leveraging our unique knowledge from different business domains.

Mobility Business Unit I



Passenger rail franchise (West Midlands)

This business unit aims to strengthen and develop business models, and add value in the automobile, construction & industrial machinery, and railway sectors by anticipating and responding to new trends in mobility services, including CASE technological innovation, sharing economy, robotics, and railway businesses.

Infrastructure Projects Business Unit



Bii Stinu Wind Project

Our unit serves infrastructure needs throughout the world via four business areas: power (including renewable energy, energy storage, energy management services), natural resources, logistics, and environment & new business.

Mobility Business Unit II



Aircraft leasing and financing business

Promote the creation of transport infrastructure and stable supply of new era in the marine, aviation, aerospace, and railway fields in harmony with the global environment, utilizing new technologies and networks with global business partners.

Basic Materials Business Unit



Fairway Methanol

We develop businesses originating basic chemical feedstocks which support a wide range of industrial domains. Not only buying and selling goods, we leverage Mitsui's collective strength on providing solutions to industrial agendas and adding values through initiatives such as logistics services and marketing supports.

Nutrition & Agriculture Business Unit



Foods science business

We view global population growth and increased demand for added value, including human health, as a business opportunity, and strive to meet social needs by engaging in a wide range of business in the food and chemicals areas, including agri-inputs, seeds, veterinary pharmaceutical, feed additives, food ingredients, and preventative healthcare products.

Performance Materials Business Unit



Composite materials business

Our business operations create links between related growth industries from the materials perspective. Addressing social needs and issues, it contributes to providing solutions through the creation of new business by deepening its efforts to develop materials with more sophisticated functions for various fields.

Food Business Unit



United Grain Corporation

Engaged in production, accumulation, marketing, manufacturing, and processing of food resources and products, we are working to develop our global business base and provide safe and reliable foods to the world.

Retail Business Unit



Mitsui Foods Distribution Center

We operate in the retail, intermediary distribution/logistics, and merchandising fields across the world, delivering satisfaction, convenience, and health to consumers. We also work to increase the value of products and services, utilizing digital functions to conduct consumer behavior analysis and propose new sales strategies.

IT & Communication Business Unit



TV shopping business

We are engaged in the creation and promotion of information and communications technology businesses such as IoT and AI, system integration, cyber-security, internet services, digital marketing, TV shopping, broadcasting, and telecommunications services.

Healthcare & Service Business Unit



MicroBiopharm Japan

In the healthcare, pharmaceutical, and service industries, we help enrich the lives of people worldwide by offering high value-added services globally. In the healthcare industry - one of our growth areas - we provide healthcare and related ancillary services, mainly in Asia.

Corporate Development Business Unit



Senior living properties and operations

We are engaged in logistics businesses and real estate businesses and finance related businesses, including development of real estate, asset management, buyouts, and commodity derivatives. Our expertise in these areas is utilized to cultivate business in new areas, leading to the further evolution of Mitsui's business.



Our Business

<https://www.mitsui.com/jp/en/company/business/>

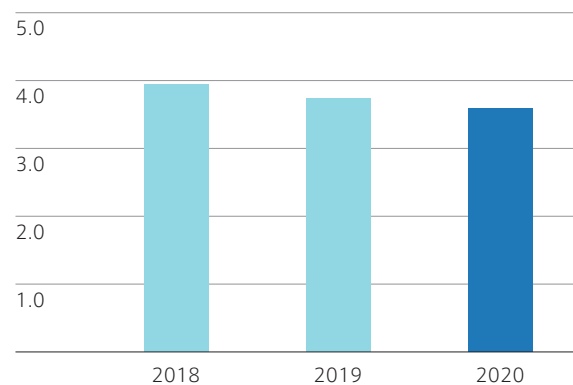


Financial Highlights

Revenue (The year ended March 31, 2020)

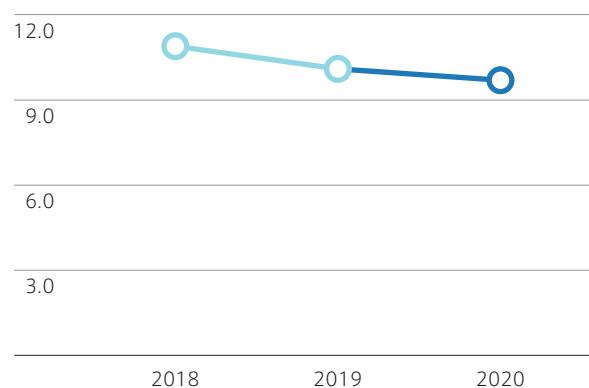
US\$ **63.2** bil

Profit for the Year*¹



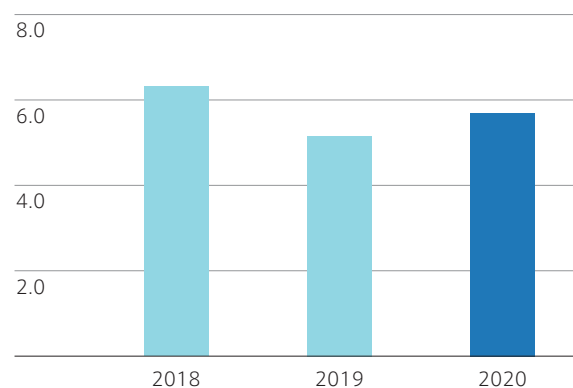
US\$ **3.6** bil

Return on Equity (ROE)*²



9.7%

Core Operating Cash Flow*³



US\$ **5.7** bil

Based on International Financial Reporting Standard
The U.S. dollar amounts represent translations of the Japanese yen amounts at the rate of ¥109.00=US\$1, the approximate rate of exchange on March 31, 2020.

*1: Attributable to Owners of the Parent

*2: Ratio of Net Profit to Shareholders' Equity

*3: [Cash flows from operating activities] – [Net cash outflow from an increase in working capital]



Investors
<https://www.mitsui.com/jp/en/ir/>



Corporate Profile

Company Name	MITSUI & CO., LTD.
Date of Establishment	July 25, 1947
Common Stock	¥341,775,294,921
Number of Employees	5,676 (45,624 on consolidated basis)
Number of Offices and Overseas Trading Affiliates (As of April 1, 2020)	132 offices in 65 countries/regions Japan: 11 offices Overseas: 121 offices
Head Office	2-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-8631, Japan TEL: 81(3)3285-1111 URL: https://www.mitsui.com
Number of Affiliated Companies for Consolidation	Subsidiaries: Japan 74 Overseas 209 Equity Accounted Investees: Japan 45 Overseas 178 Total: 506
Stock Information	Stock Exchange Listings: Tokyo, Nagoya, Sapporo, Fukuoka Number of Shares Authorized: 2,500,000,000 shares Number of Shares Issued: 1,742,684,906 shares Number of Shareholders: 301,833 shareholders

(As of March 31, 2020)

Evaluation by Society

Our selection for inclusion in major ESG investment indices in and outside Japan indicates that we are highly evaluated by society for our sustainability initiatives.



Evaluation by Society
<https://www.mitsui.com/jp/en/sustainability/sri/>



Organization
<https://www.mitsui.com/jp/en/company/outline/organization/>



MITSUI & CO.

16 Headquarters Business Units and Regional Business Units (As of April 1, 2020)

Iron & Steel Products Business Unit			
Mineral & Metal Resources Business Unit			
Energy Business Unit I			
Energy Business Unit II			
Energy Solutions Business Unit			
Infrastructure Projects Business Unit			
Mobility Business Unit I	Americas Business Unit	EMEA* Business Unit	Asia Pacific Business Unit
Mobility Business Unit II			
Basic Materials Business Unit			
Performance Materials Business Unit			
Nutrition & Agriculture Business Unit			
Food Business Unit			
Retail Business Unit			
Healthcare & Service Business Unit			
IT & Communication Business Unit			
Corporate Development Business Unit			
Corporate Staff Divisions			

*EMEA: Europe, the Middle East and Africa.
China, Taiwan, South Korea, and the CIS region report directly to the Head Office.

MITSUI & CO., LTD.